

In this issue

The long arm of law services

***FedSource at
Excellence in Government***

***A year in planning:
Implementing GPRA initiatives
(Part 3 of 3)***

***FedSource at
Excellence in Government***

Come visit FedSource (booth 407) at the upcoming Excellence in Government conference July 15-17 at Washington, D.C.'s Marriott Wardman Park Hotel. We'll be available to discuss our services and determine how we can help you meet your needs and the goals outlined by OMB, Congress and the Administration.



The conference, which has a "New Focus, New Priorities" theme, will highlight the future in federal government including how to work smarter, manage federal workforces, cooperate between agencies, and make and manage change. Also be sure to check out the "Getting to Green: Improving Financial Management" breakout session. Steve App, Deputy Chief Financial Officer for the U.S. Department of Treasury and a *Working Smarter* contributor, will be speaking about the agency's success with the three-day close.

The long arm of law services

From compliance and EEO issues to research and document review, federal agencies have relied heavily on internal law services. But as federal managers continue to streamline their staffs, they are increasingly looking to outsourcing to maximize efficiencies.

FedSource vendor Kelly Law Registry, one company that provides temporary legal employees, has seen a recent increase in service requests from government agencies. A division of Kelly Services, it features a database of more than 100,000 professionals who can assist in nearly every practice area of the law.

"Federal managers don't want to over hire right now, so they're turning to temporary employees to help out," says Jeff Weinstock, Managing Director of Kelly Law Registry's Washington, D.C. office. "By hiring a legal placement agency such as Kelly Law Registry, they're able to get the short-term or long-term help they need quickly and cost-effectively, all without increasing their direct staffing costs."



For example, Weinstock's office assisted the Department of Justice by providing a total of 50 professionals to review documents for potential court cases. By using this approach, the department saved a significant amount of time and money over the course of a three-year period.



For federal managers looking for outside legal resources, Weinstock recommends the following tips:

- Know your budget and workload. Then you can determine what can be outsourced either in part or full.
- Ask questions. Does a potential partner/vendor have relationships with the government? Is the vendor in good financial standing? How do they treat their employees? Can they provide legal assistance throughout the country?
- Check references. What's the vendor's experience with government agencies?

Above all, federal managers should work with an administrative organization like FedSource that has a pre-approved national vendor to make the experience as quick and painless as possible. This will save time and money as contracts are already negotiated, and there's a price benefit from a large umbrella contract.

For more information on outsourcing law services or for a free evaluation, contact FedSource at www.fedsource.gov.

A year in planning: Implementing GPRA initiatives (Part 3 of 3)

In past issues of *Working Smarter*, we outlined strategic planning and performance management -- two ways federal managers can increase performance and comply with the Government Performance Results Act of 1993. But to implement them effectively, there are some basic tools that managers should know about, whether they use them themselves or simply want to better understand their consultants.

Clifton Gunderson, a public accounting and consulting firm, provides extensive work in the GPRA arena. To help federal managers learn more, they have outlined 10 of perhaps the most commonly requested tools and techniques they've used over the years to provide consulting, training and technical assistance for their clients.

- **SWOT/GAP Analysis** – A review of internal strengths and weaknesses, and external opportunities and threats, that might impact the level of operational success.
- **Business Process Mapping and Review** – An integrated process map identifying the main functions performed and indicating major interdependencies and points of tangency with other operations.



- **Business Case Analysis** – “Cost Benefit Analysis” is probably the most popular version. It examines the measurable costs and benefits of a chosen activity in dollar terms and weighs these two variables to determine the value of an activity.
- **Activity Based Costing** – A technique that communicates the activities performed and the costs of the customer/product, allowing the organization to identify direct and indirect costs, better understand profitability, identify costs by service territory, and obtain unit output cost data.
- **Force Field Analysis** – A tool used to analyze forces that facilitate or hinder the change(s) an organization is considering. The forces that assist the accomplishment of the change are called “driving forces,” and the forces that work against the change(s) are called “restraining forces.”
- **Benchmarking** – A technique used to assess where an organization stands next to the industry standard. It's an ideal way for setting performance targets, standards and measures.
- **Balanced Scorecard Strategic Management Model** – A conceptual framework for transforming an organization's strategic objectives into performance indicators distributed among four areas: Learning and Growth, Internal Business Processes, Customer Service, and Financial.
- **Applied Strategic Planning Model** – A model highlighting pre-planning, mission clarification, gap analysis, and implementation.
- **Logic Model** – An effective tool in demonstrating how assets, inputs and outputs contribute to strategic outcomes and impacts.
- **Composite Approach** – A collaborative approach designed to gather and include feedback and ideas of key operational personnel, thereby maximizing ownership and dedication to realize successful outcomes.

For more information or assistance with GPRA compliance, including strategic planning, performance management or useful implementation tools, visit FedSource's Web site at www.fedsource.gov.